


THE DIRECTOR OF
CENTRAL INTELLIGENCE

28 August 1986

National Intelligence Council

NOTE TO: DDCI

Attached is a draft letter to Armitage, Solomon, and Rodman on the creation of an informal policy/intelligence working group. Let me know if you want to make any changes.


Graham E. Fuller
VC/NIC



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The Deputy Director of Central Intelligence

Washington, D.C. 20505

Mr. Richard Solomon
Director, Policy Planning Staff
Department of State
Washington, D.C. 20520

Dear Dick:

We have long shared in an interest in trying to strengthen the inter-relationship between intelligence and policy. On occasion we all note some degree of disconnect between what the intelligence community perceives as happening -- and the policies as they are implemented by various agencies in Washington.

I believe there would be considerable merit in establishing an informal periodic working group which would examine those areas in which disconnects between policy and intelligence would seem most evident. We have no intention of trying to insist that the community's assessment is the uniquely definitive one. We would like, however, to draw to your attention potential problems -- particularly where our NIOs, who both chair Estimates and are in contact with the policy community -- see these problems emerging. Such meetings would afford an opportunity for each side to discuss frankly why there might be an apparent disconnect between the two areas. Do they spring from a frank disagreement as to what is happening, do they reflect a broader policy agenda rather than a narrower intelligence community view of a problem, or do the policy communities in fact see events moving gradually in the right direction while recognizing inherent pitfalls in the process?

We propose that this working group be made up of the Chairman and Vice Chairman of the NIC, the appropriate NIO for the area of policy concerned, Dick Solomon from Policy Planning, Peter Rodman from NSC, and Rich Armitage from DoD. Any member could suggest a topic for discussion, but we would look to the NIO first and foremost to raise areas for discussion where he

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perceives possible disconnect. Periodic revisiting of these potential areas of disconnect would also be useful in trying to gauge whether in fact the negative trends pointed out by the intelligence community are diminishing or growing. Your concerns and views as policymakers would also assist us in better focusing NIEs on key political issues of interest to you.

I would like to have the Vice Chairman of the NIC, Graham Fuller, contact you shortly to discuss the implementation of such an informal working group.

Sincerely,

Robert M. Gates

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The Deputy Director of Central Intelligence

Washington, D.C. 20505

The Honorable Richard Armitage
Assistant Secretary of Defense
for International Security Affairs
The Pentagon
Washington, D.C. 20301

Dear Rich:

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Robert M. Gates

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The Deputy Director of Central Intelligence

Washington, D. C. 20505

The Honorable Peter Rodman
Deputy Assistant to the President
for National Security Affairs (Foreign Policy)
Old Executive Office Building
Washington, D.C. 20506

Dear Peter:

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